Impact of the Factors Affecting Hybrid Work Model on Work Life Balance of IT Employees

SHORT SYNOPSIS

Submitted in partial fulfillment of the requirement of the degree of

DOCTOR OF PHILOSOPHY

to

Manav Rachna International Institute of Research and Studies (Deemed to be University)

by

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22-23/Ph.D/W/023

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Certificate

I hereby declare that the short synopsis "Impact of the Factors Affecting Hybrid Work Model on Work Life Balance of IT Employees" being submitted in partial fulfillment of the requirement for the degree of Doctor of Philosophy in Management under School of Leadership & Management of Manav Rachna International Institute of Research & Studies, Faridabad during the academic year 2024-25. It is a bona fide record of original work carried out under the supervision of Dr. Kulbir Kaur Bhatti and has not been submitted in full or part to any other university or institute for degree or diploma. Further, it is certified that short synopsis is plagiarism free and proof has been submitted.

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Abstract

Introduction

Almost after two years of 'COVID-19', a lot of people are working remotely; especially the IT companies are playing the leading role in this context, and other organizations are also following them. As all the COVID norms are eased, organizations all over the world are planning for reopening of offices in offline mode, but not on a traditional basis as it used to be before the pandemic. This is because now the majority are in a comfort zone with remote mode and are showing more productivity and job satisfaction too.

Purpose

Keeping in mind the benefits, wellbeing, and mental health of employees, the concept of the Hybrid Work Model was taken into consideration. Hybridity is the blend of remote and in-office work for individuals. Employees can choose when to be in the office and when to work from home, so that way they can balance their personal and professional life well, which is known as work-life balance. Research has suggested that the hybrid work model can be adopted for the future of work depending upon the perception level of employees, benefits, and moreover, the challenges can be overlooked and the factors examined for how it impacts the work-life balance of IT employees.

Research Methodology

In the current study, the quantitative analysis will be used by way of applying Cronbach's Alpha and Factor Analysis. The proposed study will be conducted for IT employees.

Practical Implication

The study on hybrid work model can be shaped for the future of work, considering its impact on work-life balance. The findings will help organizations to understand employee perceptions and benefits of hybrid work, so that they can implement effective work models that promote employee satisfaction and wellbeing.

Keywords: *factors, hybrid work model (HWM), IT employees, work life balance (WLB)*

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1. Introduction

1.1 Hybrid Work Model (HWM) and its Growing Popularity

The word 'hybrid' generally means a combination or blend of something. Now the term hybrid work in today's competitive world especially after the pandemic implies that companies are trying to adopt the combination of offline and online modes of work for the betterment of their and employee's growth and productivity or in other words, ‘a flexible work environment that combines office and remote work is known as a hybrid workplace paradigm’ (B.Vidhyaa, 2022).

Many Firms wants their workforce to work in office, on the other hand, still few employees wish to work from home because of the COVID-19 impact. Many employers' visions that occur as a result are models that combine office timers and remote work. This thought brings in the new work model. This model allows employees to in a flexible model.

According to data from the May 2021 Remote Work & Compensation Pulse Survey, 48% of respondent’s wants to work remotely and 44% preferred hybrid work arrangement (Bradshaw, 2024).

1.1.1 Forms of Hybrid Work Model (B.Vidhyaa, 2022)

i. Flexible hybrid work arrangement: Under this employee can choose their locations and working hours depending on their priorities.
ii. Fixed hybrid work: Here the organizations fix the days & times for employees to be in office and to work remotely.
iii. Office-First hybrid work: In addition to having the option to work remotely a couple days a week, the staff members have been on site for the job.
iv. Remote-First hybrid work: Employees work mostly offline but can visit the workstations or locations for team building, collaborations, and training purposes.

1.2 Work Life Balance

Work life balance means “equal time or priority to personal and professional activities.” This includes balancing professional, personal demands and the wants of family. It can be defined as “the relationship between the institutional and cultural times and spaces of work and non-work in societies where income is predominantly

generated and distributed through labour markets" (Felstead, Jewson, & Walters, 2006).

Certain everyday tasks that people perform:

i. Getting ahead at work
ii. Enjoying quality time with peer groups, family, etc.
iii. Taking care of aging parents
iv. Doing household tasks
v. Taking care of children commuting

1.3 Importance- Work Life Balance and Hybrid Work Model

After Covid-19, it was noticed that the employees are not willing to rejoin their office in full mode so keeping this fact in mind; employers have initiated a new normal work style known as "hybrid work arrangements".

As per HP's Global Study (Inc., 2022), Indian employees strongly favor hybridity because of the reason that it provides increased productivity and greater flexibility to improve work life balance. The study further suggests that there is much need to concentrate more on equity and collaboration aspects of work for the future. In day-to-day life, it is important to achieve a healthy work life balance by maintaining proper schedules both for official work and personal work.

1.3.1 Benefits of Hybrid Work Model

Cost reduction: It is beneficial for both employees and employers. For organizations due to fewer footprints, power consumption, expenditure on maintenance of workspaces, food, tea, snacks, water parking, etc. will be less. On the other hand, for employees, the cost of travel, food, and time will be reduced.

Improved productivity of employees: By less commuting to the office, they will be able to save time and hence will be able to concentrate more on the work, the stress level will be low, and they will be in a happy mood to think of more and will try to give more outputs than earlier which will in return produce good results which means their productivity level will be enhanced.

Increased Employee satisfaction: By providing greater autonomy to the employees, they will be able to set their responsibilities for themselves and will work accordingly

in a comfortable zone hence will always be happier and satisfied with personal as well as professional outcomes.

Effective recruitment tool: An IWG (International Workspace Group) surveyed different numbers of HR professionals and said that hybrid mode is an effective tool for recruiting top talent from anywhere around the world as well as helps retain the talent for a longer period (Golden, 2022), as per the survey report, the respondents said that 55% of their organization used blended mode and 47% addressed both the 'work life balance' and 'health issues' and 69 % of HR professionals said that employees have used time for care giving responsibilities more than commuting to offices.

Employee's health and safety: As hybrid model provides flexibility to employees when to be remote and in office so whenever they are sick can 'work from home' and look after their health and the time they are fit can. The organizations are taking full care of their employees.

Improves work life balance: Work-life balance is greatly enhanced under the hybrid model, as it gives employees a wider scope to plan their work and avoid unnecessary commutes by giving them autonomy over working hours and location, thereby reducing burnout or stress.

1.4 Challenges of the Hybrid Work Model

For the successful implementation of the new normal model, it is essential to overcome some challenges.

As per the 'Harvard Business Review', there are some common challenges faced while adopting the new normal model (Haas, 2022)

i. Communication (technical difficulties were faced)
ii. Coordination (it requires more effort to coordinate in a hybrid mode both for employees and employers)
iii. Connection (professional as well as personal)
iv. Creativity
v. Culture (need to socialize the new entrants and integrate them with the company's norms)

1.5 Strategies to Succeed in Hybrid Work Arrangement

i. Establishing clear communication channels
ii. Setting clear goals and expectations
iii. To prioritize time management
iv. Foster a positive work culture.
v. Adapt to different work styles.
vi. Embrace technology.
vii. Seeking feedback and providing updates.
viii. Embrace agility and resilience.

1.6 Role of IT Companies

The IT industry has played a significant role in influencing the hybrid work model, particularly in light of the rising demand for flexible work schedules. These businesses have a big influence on how the hybrid work paradigm affects their workers' work-life balance. The following are the main ways that IT companies in the NCR affect this dynamic:

1. Policy Formulation and Adaptability

Prominent IT companies have put in place flexible hybrid work arrangements that let staff members manage their home and work lives. These rules give employees flexibility in terms of where and when they work. A Deloitte analysis claims that flexibility in hybrid work models improves work life balance, especially for IT professionals who often work long hours (Deloitte, 2023).

2. Programmes for Employees Well Being

With the blurring of personal and professional time due to remote work, IT organizations are placing a higher priority on employee wellness. To help their employees, numerous businesses have introduced flexible work schedules, mental health services, and virtual well-being programs. According to a PwC (Price Water House Coopers) study, these well-being programs greatly enhance worker satisfaction and work-life balance in hybrid environments. These programs address potential issues with physical and mental health that arise from working from home (PwC, 2023).

3. Technology and Infrastructure Support

IT businesses in NCR provide workers with the technology tools they need to ensure a seamless hybrid work experience. This involves having access to cloud services, safe networks, and remote IT help, among other collaborative tools. Companies assist employees in balancing work demands while retaining productivity and engagement, without compromising personal time, by offering a seamless workflow regardless of location (Gartner, 2023).

4. Adaptive and Inclusive Work Environment

Employers in the NCR area are promoting a more flexible and inclusivity where employees feel encouraged no matter where they work. IT organizations make sure that workers engagement, open communication and fair possibilities for professional advancement in both in-person and remote work environments are supported for. This culture shift lessens the demands associated with employment and burnout, which enhances their overall sense of well-being (Mckinsey, 2022).

2. Literature Review

The future of work would be based upon the model of a hybrid working which is based on the concept of flexibility and adaptability. The term hybridity was termed as "the blend of physical and remote work arrangements". Furthermore, the advantages of the future of work were observed such as flexibility at work, reduction in labor cost, enhanced productivity, etc. The drawbacks mentioned by the authors were the long working cycle, physical interaction could be less, lack of communication; team building can pose a threat to the well-being of individuals, the danger of cyber-attacks, and data breaching. The new normal can maintain proper work-life balance. The future researchers to focus on trust, communication awareness, technological skills enhancement, critical thinking, and time management by the people (Iqbal, Khalid, & Barykin, 2024).

The study aims to understand the demographic and work-related factors influencing 'WLB' and to propose strategies for improvement. The research acknowledges the complexity of balancing work and personal life, especially with changing family structures and work arrangements. The study uses a mixed-method approach, including surveys and interviews, to gather data. The study concludes that strategic HR policies can improve employee satisfaction and productivity in the 'IT sector'. It calls for continuous monitoring and evaluation of WLB initiatives and to explore the evolving dynamics of WLB in IT, considering technological advancements and changing work models (Adupa, & Boora, 2024).

According to Santillan, 84.4% of employees found the hybrid work model effective. The results showed a positive hybrid work arrangement with increased employee satisfaction due to the freedom to choose between remote and on-site work. While the study shows immediate benefits, it lacks a long-term analysis of how hybrid work models affect career development and promotions over time. There is limited exploration of the mental and emotional well-being of employees. There is a limited exploration of the mental and emotional well-being of employees (Santillan, Santillan, Doringo, Pigao, & Mesina, 2023).

The study investigated the variables that affected work-life balance, including workload, hours worked, flexibility, pressures placed on the workplace, and support from coworkers and management. The data was taken from IT companies in Kochi.

The author employed an interview as a qualitative method and a survey as a quantitative method. The random sampling technique was selected. The paper highlights some limitations such as sample size, gender bias, unequal opportunities, and work-family balance issues. The future of research can be focused on a larger and more diverse sample for comprehensive understanding and to motivate organizations, practitioners, and policymakers to promote a healthier environment (Vattapparambath, 2023).

The paper aimed to determine the job-related and psychological factors (Tejero, Seva, & Fadrilan-Camacho, 2021) and to compare the association of these factors for maintaining the work life balance before and after COVID 19. The study demonstrated that when working from home, variables including productivity, social support, work-life balance, and stress decreased. Furthermore, the findings showed that PD significantly influenced stress and sleep and therefore decreased productivity, and social support (SS) was the one that helped the employees maintain proper WLB. The major limitation was small samples were selected with a heterogeneous group of participants with different demographic features (Tejero, Seva, & Fadrilan-Camacho, 2021).

The study focused on a few variables, including health and safety, self-actualization and self-respect, economic and social, knowledge, and aesthetic criteria. The writers are aware of upcoming studies that could concentrate on the possible difficulties and methods to assist workers' job happiness and general well-being throughout the transition period (Sri & Vasantha, 2024).

The primary goals of the study were to know more about corporate governance concerns in the firms and the effects of the hybrid work paradigm on IT sector personnel. The researchers had four types of work preferences-hybrid work model, employee's choice, WFH, and WFO. The results show the employees feel fairly when given the flexible option, when they feel right -they are accountable to the roles or duties they perform, and where people choose to come to the office, they feel that it a better way to seek transparent work culture (Sethi, Singh, & Kamna, 2022).

The hybrid work model impacts organizations positively and negatively and regular contact with employees is essential for a healthy workforce. The paper analyzes the

impact of the hybrid model on employee job performance and provides insights on how to manage employees to perform better at work (Chellam, 2022).

Blended work arrangements have gained popularity due to the experiences during the COVID-19 pandemic and the desire for improved work-life balance and well-being. Employees view hybrid work as an option that satisfies their needs and combines the advantages of both in-person and distant work. It includes enhanced work-life balance, employee well-being, and increased creativity. Leaders, on the other hand, may prefer employees to return to the office. Hybrid work has the potential to disrupt traditional office-centric workplaces and offers economic, social, and environmental sustainability. Further research can concentrate on investigating the benefits and challenges of implementing hybrid work post-pandemic and comparing its adoption in various types of organizations (Andreeva, 2022).

The review of literature highlights the impact of work-from-home (WFH) and remote work models on work-life balance (WLB) and productivity has shown favorable results in terms of WLB and lower stress, with women employees benefiting with greater flexibility. Productivity has generally increased during WFH, but it has also affected the WLB of technology-driven employees, leading to health risks and attrition. The study emphasizes the necessity for future policy decisions and reorienting training practices, addressing the challenges and leveraging the positives of WFH. The paper recommends the identification of employee perceptions through interpersonal relationships, the establishment of key performance indicators (KPIs), and effective HR interventions to manage WLB and drive productivity potential (Pillai & Prasad, 2022).

The LR (Literature review) explored the factors influencing the WLB of women professionals in the IT industry, focusing on organizational and family aspects. Organizational factors such as supervisor expectations to work late, frequency of carrying work home, and organizational work culture significantly impact the work-life balance of single women and married women without children. Family factors, including the workload of household chores and motivational support, have the most significant influence on work-life balance (Gupta, Rao, & Ravishankar, 2021).

Hybrid working combines office and remote work, providing greater control over working styles and flexibility, resulting in improved employee health, productivity,

WLB, and individual and team performance. Various forms of telework and flexible work arrangement have been executed in organizations over the past decade, with employees highly recommending work-from-home policies and adjustments in the working culture to retain top talent and remain competitive (Karamath, 2022).

Technostress is a phenomenon where individuals struggle to adapt or cope with new information and communication technologies, leading to negative impacts on attitudes, thoughts, behavior, and physiological well-being. Technostress has been found to have significant risks that threaten work-life balance and organizational performance. These factors compromise 'work-life balance', work performance, job security, and overall well-being at work, necessitating continuous learning for employees (Bencsik, Andrea & Juhász, Timea, 2023).

The success of organizations, especially in the IT industry, relies on a flexible outlook to work-life balance to foster commitment and talent in the workforce. The majority of employees in the IT industry face challenges in balancing personal lives and organizational work pressure. Factors affecting work-life balance and work-life balance arrangements have been investigated in the context of employee well-being, family life, personal life, and employee relationships. The study collected data from experts working in IT companies in Bangalore to understand the specific challenges and strategies for improving work-life balance in the IT industry (Amritha, Ramana, & Reddy, 2017).

The importance of "true autonomy and flexibility" for workers in mixed work environments is the paper's main contribution. The study emphasizes the positive relationship between hybrid work and social networks, work-life balance, and satisfaction with life. It identifies social support as a mediator between hybrid work and 'work-life balance', as well as 'work-life balance' as a mediator between hybrid work and satisfaction with life. The study also highlights the relevance of hybrid work in uncertain and volatile environments, such as those created by the COVID-19 pandemic (Mishra & Bharti, 2023).

The focus of the paper is on workers' "work practices and attitudes" toward remote and hybrid work formats in "Russian IT-sector companies". It examines work duties and the socio-psychological well-being of employees under new work arrangement. The study also explores the individual and group efficiency of flexible workspaces,

the organizational and managerial factors that forms employee attitudes towards remote working (Balabanova & Molchanova, 2022).

The paper explores the "merits and demerits" of diverse working cultures, specifically the hybrid model, among employees in different industry sectors in India. The study finds that the majority of the workforce favors the hybrid model as it provides a balance between work and personal life. However, the paper highlights the need for a better understanding and acceptance of the hybrid model from both the employer and employee perspectives. The insights from the study can serve as a benchmark for companies and employees to develop an action plan for implementing the hybrid model effectively (Sankar & Malhotra, 2023).

The study looks at the desires of workers from different cultural origins with regard to where they work and when the pandemic ends. It emphasizes the change in work habits brought on by the COVID-19 pandemic, moving from offices to homes. The findings indicate that employees value time flexibility. It emphasizes the need of understanding employees' needs regarding working hours and location (Krajˇ cík, Schmidt, & Baráth, 2023).

The primary focus of the study is to analyze how blended work impacts virtual employees and how moonlighting affects the hybrid work model of their employees. Working two or more jobs in addition to one's full-time employment is referred to as moonlighting. The hybrid work model, which combines on-site and remote employees, has gained popularity due to changes in job habits and technological advancements. In the Indian IT sector, hybrid work models have faced challenges because of the “COVID-19 pandemic” and the work-from-home model (Balamurugan & Priyanka, 2023).

The research focuses on the importance of work-life balance for 'women employees in the IT sector', as it directly impacts their quality of life and job satisfaction. The study identified factors that affect work-life balance, including working hours, job satisfaction, and working conditions. It emphasizes the challenges faced by women employees, such as health conditions, pregnancy discrimination, sexual harassment, and unequal pay. The review mentions that women employees in the IT sector are often loyal to their organizations, even in adverse situations, due to their satisfaction with work-life balance (Balamurugan & Sreeleka, 2020).

The study focuses on the 'factors affecting work-life balance for female employees' in the Indian IT industry. It highlights the lack of balance between job and family as a significant issue faced by female employees in the IT industry, leading to lower satisfaction levels and organizational commitment and identifies factors that contribute to work-life imbalance, including recording systems, working schedules, social support, workload, labor laws, household responsibilities, domestic help, family support, partner support, and childcare issues. It discusses theories such as compensation theory, spill-over theory, and border theory, which explain how individuals try to find satisfaction in one domain to compensate for dissatisfaction in another (Veluthan, 2020).

The literature analysis highlights the necessity of redefining the "antecedents of work engagement in work settings," which are typified by work-family conflict and excessive use of technology. The review highlights the need for introducing WLB policies that assist employees in balancing work and family time to avoid burnout and spillover, especially when dealing with technostress creators in the remote work setting. It also emphasizes the importance of providing adequate ICT support and training about the adequate usage of different devices and software (Kanengoni, 2023).

3. Research Problem

The Title **"Impact of the factors affecting hybrid work model on work life balance in respect to IT employees"** is selected to identify different factors influencing hybrid work model and then to study its impact on the work life balance of IT employees. The motive behind selecting this topic is to examine whether the new normal model provides a greater work-life balance for IT professionals due to change dynamics such as communication patterns, team collaboration, work life balance, social connections, etc, and technology advancements.

3.1 The Rationale of the Study

i. Prominent region importance: The majority of IT professionals work in this sector, so understanding their work-life balance is essential for the region's well-being (NASSCOM, 2023).
ii. Novel Challenge: Working in technology sector requires long hour's commitment and tight deadlines so studying how hybrid work affects this can help in finding solutions for IT workers (Alkoud & Qatamin, 2023).
iii. Commuting Challenge: Due to traffic and urban lifestyle can affect how IT workers balance their work and personal lives. We need to know how hybrid work fits into this (Deloitte, 2023).
iv. Gaining learning from Best Practices: Studying what works for IT employees in a new work model can help to adopt best practices in the future for companies (Gartner, 2023).
v. Modification in Policies: Findings can help policymakers and companies to make better rules and support systems for IT workers, boosting work life balance (Mckinsey, 2022).

4. Objectives of the Study

i. To understand the perception of IT employees towards the hybrid work model
ii. To analyze the factors influencing the hybrid work model on work-life balance of IT employees
iii. To evaluate the impact of the hybrid work model on the work-life balance of IT employees.

5. Research Methodology

The proposed study will be conducted for IT employees of 15 companies.

Research Questions:

i. What are the key factors affecting the hybrid work model of employees in selected IT companies?
ii. What is the perception of employees towards the hybrid work model?
iii. What is the impact of the hybrid work model on the work-life balance of IT employees?

Research Design:

The proposed study will adopt the following Research Method and Sampling Technique for data collection and analysis:

Type of Research:

Descriptive Research and Quantitative Research Methods will be used in the proposed study.

Sampling:

The target population will be (IT employees). The study will be undertaken in 15 IT companies based upon hybrid work mode:

i.	Deloitte	Gurugram
ii.	Infosys	Noida
iii.	HCL	Noida
iv.	WIPRO	Gurugram
v.	Tech Mahindra	Gurugram
vi.	Adobe	Noida
vii.	Thales	Noida
viii.	Global logic	Noida
ix.	FIS	Gurugram
x.	Nagarro	Gurugram
xi.	S & P Global	Gurugram
xii.	Blackberry	Noida
xiii.	DAMCO Solution	Faridabad
xiv.	Dean Infotech	Faridabad
xv.	Capgemini	Gurgaon

Technique:

The 'Stratified Random Sampling technique' will be used. Strata will be based on Job Roles.

Targeted Sample Size: 500-600 approximate employees, A Rule of thumb given by Johan Cochran will be applied which is (Number of questions* 5).

Inclusion criteria:

Employees of selected IT companies

Working mode: Hybrid

Exclusion Criteria:

Non-IT employees

Non-NCR employees

Fully Remote employees

Fully On-site employees

Data Collection:

Research Instrument

A self-administered structured survey questionnaire with closed-ended questions will be framed.

The research instrument will employ 7-point Likert scale.

Objective Metrics:

To collect objective data on working hours, productivity metrics, and other relevant performance indicators.

Model Developed based on Literature Review (Mishra & Bharti, 2023, Balabanova & Molchanova, 2022).

Figure 5.1: Model

Variables:

Independent Variables: Factors affecting the hybrid work model.

Dependent Variable: Work-life balance.

Data Analysis:

Descriptive Statistics:

To analyze survey responses descriptive statistics (mean, standard deviation, percentages) and exploratory factor analysis will be used.

Inferential Statistics:

i. To examine relationships between independent and dependent variables.
ii. To perform correlation analysis to identify the strength and direction of relationships.

Regression Analysis:

To conduct regression analysis to understand the contribution of each factor to work-life balance.

6. Expected Outcomes

The study is aimed to identify key factors of the hybrid work model impacting the WLB of IT employees of NCR. By examining these factors and correlating them with the work dynamics, the management of boundaries between personal life and professional can be studied. The study can help in identifying the best practices and policies to be adopted by the organization and also what they contribute to the well-being and effectiveness of IT professionals in the NCR Region.

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Impact of the Factors Affecting Hybrid Work Model on Work Life Balance of IT Employees

SHORT SYNOPSIS

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22-23/Ph.D/W/023

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Abstract

Introduction

Almost after two years of 'COVID-19', a lot of people are working remotely; especially the IT companies are playing the leading role in this context, and other organizations are also following them. As all the COVID norms are eased, organizations all over the world are planning for reopening of offices in offline mode, but not on a traditional basis as it used to be before the pandemic. This is because now the majority are in a comfort zone with remote mode and are showing more productivity and job satisfaction too.

Purpose

Keeping in mind the benefits, wellbeing, and mental health of employees, the concept of the Hybrid Work Model was taken into consideration. Hybridity is the blend of remote and in-office work for individuals. Employees can choose when to be in the office and when to work from home, so that way they can balance their personal and professional life well, which is known as work-life balance. Research has

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